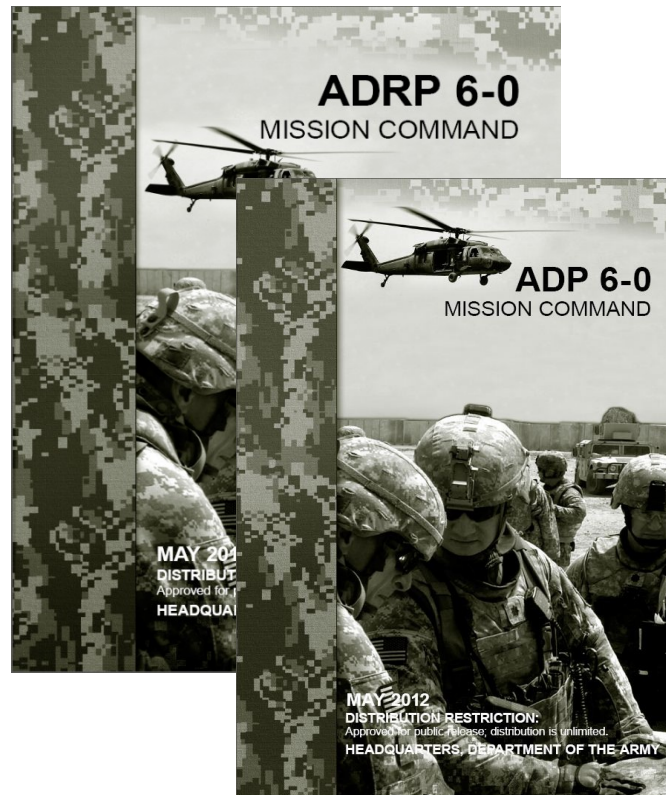


ADP 6-0 and ADRP 6-0 Mission Command



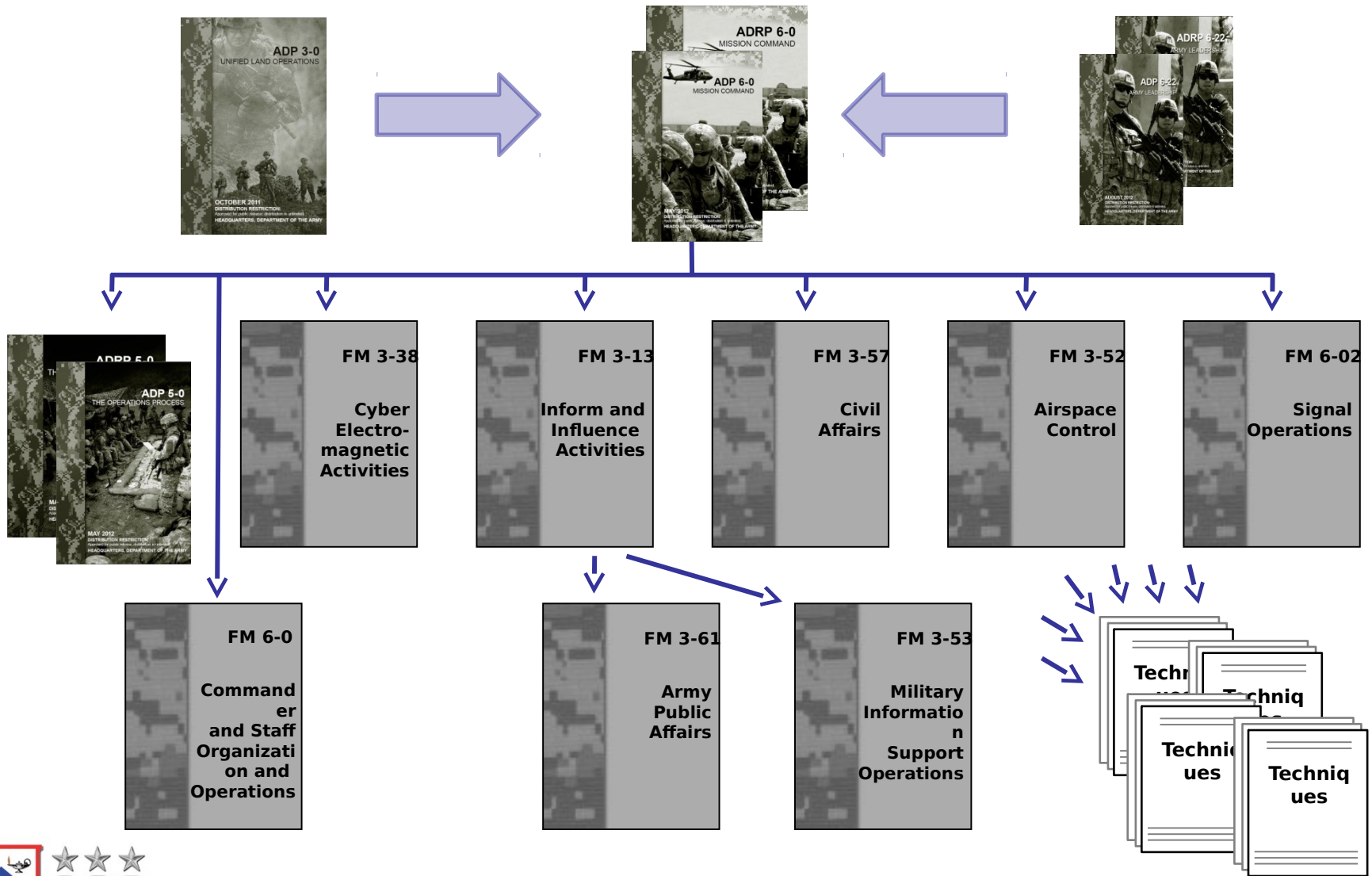
Purpose

To provide an overview of the main ideas in ADP 6-0 and ADRP 6-0.

Outline

- Doctrine 2015
- Army approach to mission command
- Central idea of mission command
- Mission command as a philosophy
- Mission command as a warfighting function

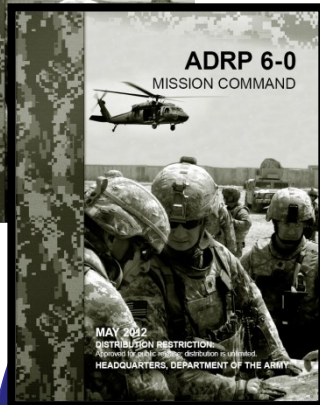
Mission Command and Doctrine 2015



Mission Command Doctrine Plan



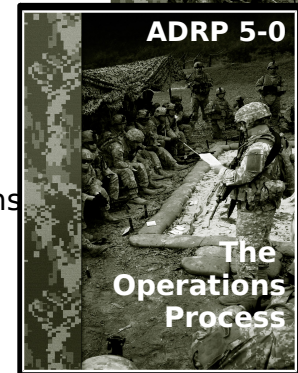
ADP 6-0 describes the **principles** of mission command.



ADRP 6-0 expands upon the fundamentals of mission command in ADP 6-0.

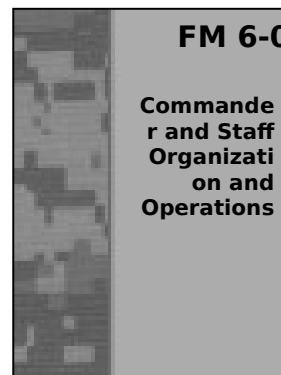


ADP 5-0 describes the **principles** of the operations process.



ADRP 5-0 expands upon the fundamentals of the operations process in ADP 5-0.

FM 6-0 provides **tactics** and **procedures** for exercising mission command to include procedures used in planning, preparing, executing, and assessing operations.

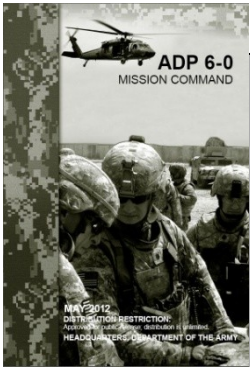


Army Techniques Pubs

Army Techniques Pubs

Under development. In the interim use ATP 5-0.1, *Commander and Staff Officers Guide*

Mission Command Doctrine 2QFY13

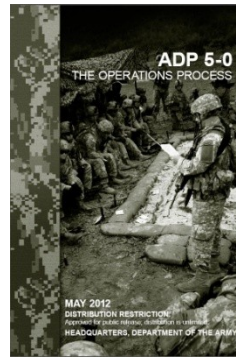


ADP 6-0: describes

- Mission Command Philosophy
- Mission Command Warfighting Function

ADRP 6-0: provides detailed information

- Mission Command Philosophy
- Mission Command Warfighting Function
 - Commander Tasks
 - Staff Tasks
 - Additional Tasks
 - Mission Command System

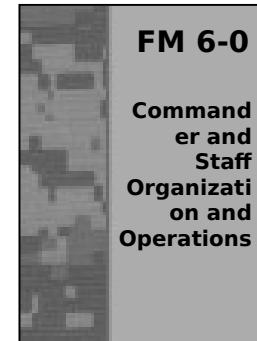


ADP 5-0: describes

- Operations Process
- Principles for Effective Execution of the Operations Process

ADRP 5-0: provides the detailed information

- Operations Process Principles
- Planning
- Preparation
- Execution
- Assessment



Purpose: Provides commanders and staff with the techniques and procedures for the exercise of mission command.

FM 6-0 (2012)

- Intro: Mission Command & OPS Process
- CH 1: CP Organization and Operations
- CH 2: Staff Duties & Responsibilities
- CH 3: Knowledge Management
- CH 4: Problem Solving and Critical & Creative Thinking
- CH 5: Staff Studies, Decision Papers & Military Briefings
- CH 6: Running Estimates
- CH 7: Military Decisionmaking Process
- CH 8: Troop Leading Procedures
- CH 9: Military Deception
- CH 10: Integrating Processes
- CH 11: Knowledge Management Process
- CH 12: Rehearsals
- CH 13: Liaison
- CH 14: Assessment Plans
- CH 15: After Action Reviews
- APP A: Command and Support Relationships
- APP B: Plans and Orders Formats
- Annexes A-Z: Follows OPORD format



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Army Approach to Mission Command



The Army's approach to mission command:

- Concentrates on the objectives not mechanics of how to achieve it
- Requires subordinates to take action to develop the situation within the commander's intent
- Requires shared understanding and unity of effort
- **Unifies the *philosophy of command with the warfighting function***



Central Idea

Nature of Operations

Military operations are **human endeavors**. They are contests of wills characterized by continuous and mutual adaptation by all participants. Army forces conduct operations in **complex, ever-changing, and uncertain** operational environment.

exercises ...



Mission Command

Exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations.

Guided by the principles of...

- Build cohesive teams through mutual trust
- Exercise disciplined initiative
- Create shared understanding
- Use mission orders
- Provide a clear commander's intent
- Accept prudent risk

art of command with the science of control.

*Executed through
the...*



Mission Command Warfighting Function

The related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions.

Together the mission command philosophy and warfighting function guide, integrate, and synchronize Army forces throughout the conduct of unified land operations.



Mission Command Philosophy

Unified Land Operations

How the Army seizes, retains, and exploits the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability operations in order to prevent or defeat the enemy, to achieve the national mission, and to protect the United States.

One of the foundations is ...



Nature of Operations

Military operations are **human endeavors**. They are contests of wills characterized by continuous and mutual adaptation by all participants. Army forces conduct operations in complex, ever-changing, and uncertain operational environment.

To cope with this, the Army exercises ...

Mission Command Philosophy

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Guided by the principles of...

- Build cohesive teams through mutual trust
- Create shared understanding
- Provide a clear commander's intent
- Exercise disciplined initiative
- Use mission orders
- Accept prudent risk

The principles of mission command assist commanders and staff in balancing the **art of command** with the **science of control**.

Executed through the...

The related **tasks** and **systems** that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions.

A series of mutually supporting tasks...

Commander Tasks:

- Drive the operations process through the activities of understand, visualize, describe, direct, lead and assess
- Develop teams, both within their own organizations and with unified action partners
- Inform and influence audiences, inside and outside their organizations

Leads

Supports

Staff Tasks:

- Conduct the operations process (plan, prepare, execute, assess)
- Conduct knowledge management and information management
- Conduct inform and influence activities
- Conduct cyber electromagnetic activities

Additional Tasks:

- Conduct military deception
- Conduct civil affairs operations
- Conduct airspace control
- Install, operate, and maintain the network
- Conduct information protection

Enabled by a system...

Mission Command System:

- Personnel Networks
- Information Systems
- Processes and Procedures
- Facilities and Equipment



CAC

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Together the mission command philosophy and warfighting function guide, integrate, and synchronize Army forces throughout the conduct of unified land

Mission Command as a Philosophy

Mission command is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations.

ADP 6-0

- Principles of Mission Command
 - Build cohesive teams through mutual trust
 - Create shared understanding
 - Provide a clear commander's intent
 - Exercise disciplined initiative
 - Use mission orders
 - Accept prudent risk

Build Cohesive Teams Through Mutual Trust

- Mutual trust
 - Shared confidence among commanders, subordinates, and partners
 - Takes time and must be earned
 - Result of upholding Army values and exercising leadership consistent with Army leadership principles
- Build teams
 - Based on mutual trust
 - Requires effort to overcome differences
 - Conducted as early as possible within organizations and with unified action partners
 - Demands unity of effort



Create Shared Understanding

- Operations require a shared understanding
 - Operational environment
 - Problems and approaches to solving them
 - Purpose of the operation
- Shared understanding forms the basis for mutual trust
- Requires continual collaboration and dialogue
- Allows subordinates and partners to gain insight into commander's leader style, issues, and concerns



Provide a Clear Commander's Intent

The ***commander's intent*** is a clear and concise expression of the purpose of the operations and the desired military end state that supports mission command, provides focus to the staff, and helps subordinates and supporting commanders act to achieve the commander's desired results without further orders, even when the operations does not unfold as planned.

JP 3-0

- Established within the higher commander's intent
- Basis of unity of effort throughout the force
- Explains the broader purpose of the operation beyond that of the mission statement
- Allows subordinates to:
 - Gain insight into what is expected of them
 - Understand why mission is being conducted
 - Exercise disciplined initiative within its overarching guidance



Exercise Disciplined Initiative

Disciplined initiative is action in the absence of orders, when existing orders no longer fit the situation, or when unforeseen opportunities or threats arise.

Subordinates exercising disciplined initiative:

- Create opportunity by taking action to develop the situation
- Are guided by commander's intent
- Report the situation to the command as soon as possible



Use Mission Orders

“An order should not trespass upon the province of a subordinate. It should contain everything that the subordinate must know to carry out his mission, but nothing more... Above all it must be adapted to the circumstances under which it will be received and executed.”

FM 100-5 (1939)

- Directives that emphasize the results to be attained, not how they are to achieve them
- Set conditions for success
 - Assign tasks and focus activities of the force
 - Set priorities and allocate of resources
 - Issue broad guidance
- Follow five-paragraph OPORD format
 - Orders and plans as brief and simple as possible
 - Tasks and commander’s intent guide subordinates initiative
 - Seldom detail exactly how subordinates must accomplish tasks



Accept Prudent Risk

Prudent risk is the deliberate exposure to potential injury or loss when the commander judges the outcome in terms of mission accomplishment as worth the cost.

ADP 6-0

- Focus is on creating opportunity rather than preventing defeat
 - Determine risks
 - Analyze and minimize as many hazards as possible
 - Take prudent risk to exploit opportunities
- Successful commanders plan and prepare
 - Determine level of risk and how to mitigate
 - Collaborate and dialogue with subordinates
 - Strike at time and place in a manner wholly unexpected by the enemy



See FM 5-19 for information on risk management.

The Art of Command

Command is the authority and direction that a commander in the armed forces lawfully exercises over subordinates by virtue of rank or assignment. Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned forces. It also includes the responsibility for health, welfare, morale, and discipline of assigned personnel.

- Command is a human skill sharpened by experience, study, and observation
- Command requires use of judgment
- Command is comprised of:
 - Authority
 - Decisionmaking
 - Leadership



The Art of Command: Authority

Authority is the delegated power to judge, act, or command.

ADP 6-0

- Authority includes responsibility
 - Obligation to carry forward an assigned task to a successful conclusion
 - Responsible to act within the commander's intent
- Authority includes accountability
 - Requirement for commanders to answer to their superiors
 - Commanders may delegate authority, not responsibility
 - Accountable for properly using delegated authority and fulfilling responsibilities
- Commanders set conditions for success when delegating authority
 - Provide resources (forces, equipment & services, information, time, etc)

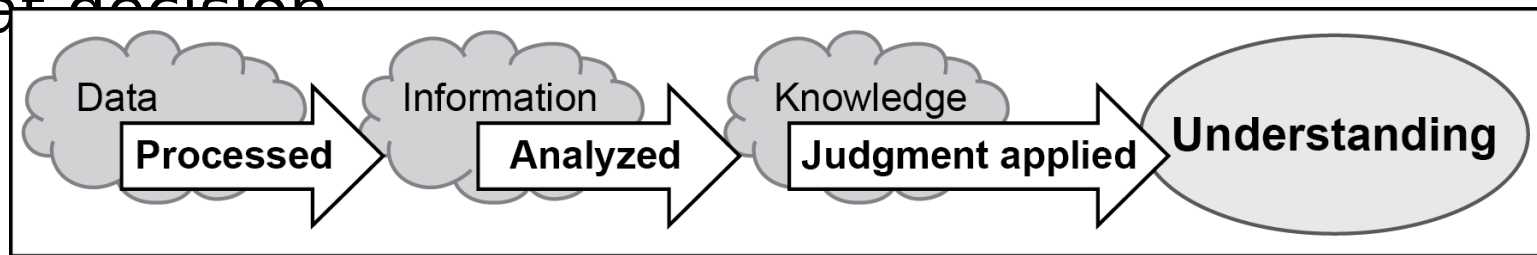
• Participate as necessary to guide operations



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The Art of Command: Decisionmaking

Decisionmaking requires knowing if, when, and what to decide and understanding the consequences of that decision



- Commanders process data and information to achieve understanding
- Commanders understand:
 - Operational success demands timely and effective decisions based on applied judgment
 - Subordinates may not accomplish all tasks and errors may occur
- Commanders then apply judgment to:
 - Identify, accept, and mitigate risk
 - Prioritize resources
 - Delegate authority

The Art of Command: Leadership

Leadership is the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.

- Commanders use leadership to:
 - Motivate people both inside and outside the chain of command
 - Develop the situation, subordinates and the force
 - Get results and accomplish missions
- Command presence:
 - Facilitates commanders understanding and visualization
 - Allows commanders to understand the status of their forces
 - Allows commanders to convey their intent and adjust operations
- Positive command climate:
 - Facilitates team building and motivates forces
 - Encourages initiative
 - Fosters collaboration, dialog, mutual trust, and shared understanding

See ADP 6-22 for information on Army leadership.



The Science of Control

Control is the regulation of forces and warfighting functions to accomplish the mission in accordance with the commander's intent.

ADP 6-0

- Influence situations and provide necessary guidance and direction to synchronize
- Allow subordinates freedom of action to accomplish their mission
- Proper degree of control is situation dependent
- Control is comprised of:
 - Information
 - Communication
 - Structure
 - Degree of Control

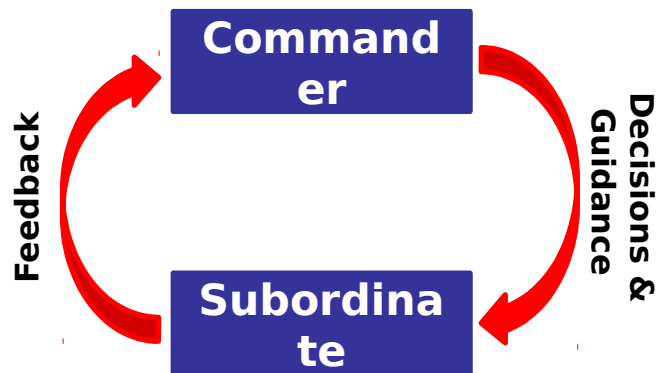


The Science of Control: Information

- Information fuels understanding and decisionmaking
- Commanders establish information requirements and use CCIR to set priorities for collecting relevant
- Information must be relevant:
 - Accurate: it conveys the true situation
 - Timely: it is available in time to make decisions
 - Usable: it is portrayed in common, easily understood formats and displays
 - Complete: it provides all information necessary
 - Precise: it contains sufficient detail
 - Reliable: it is trustworthy and dependable
- Information is interpreted to gain situational understanding and adjust operations as necessary
- Information and knowledge management practices assist in the collection, analyzing, and processing of information

The Science of Control: Communication

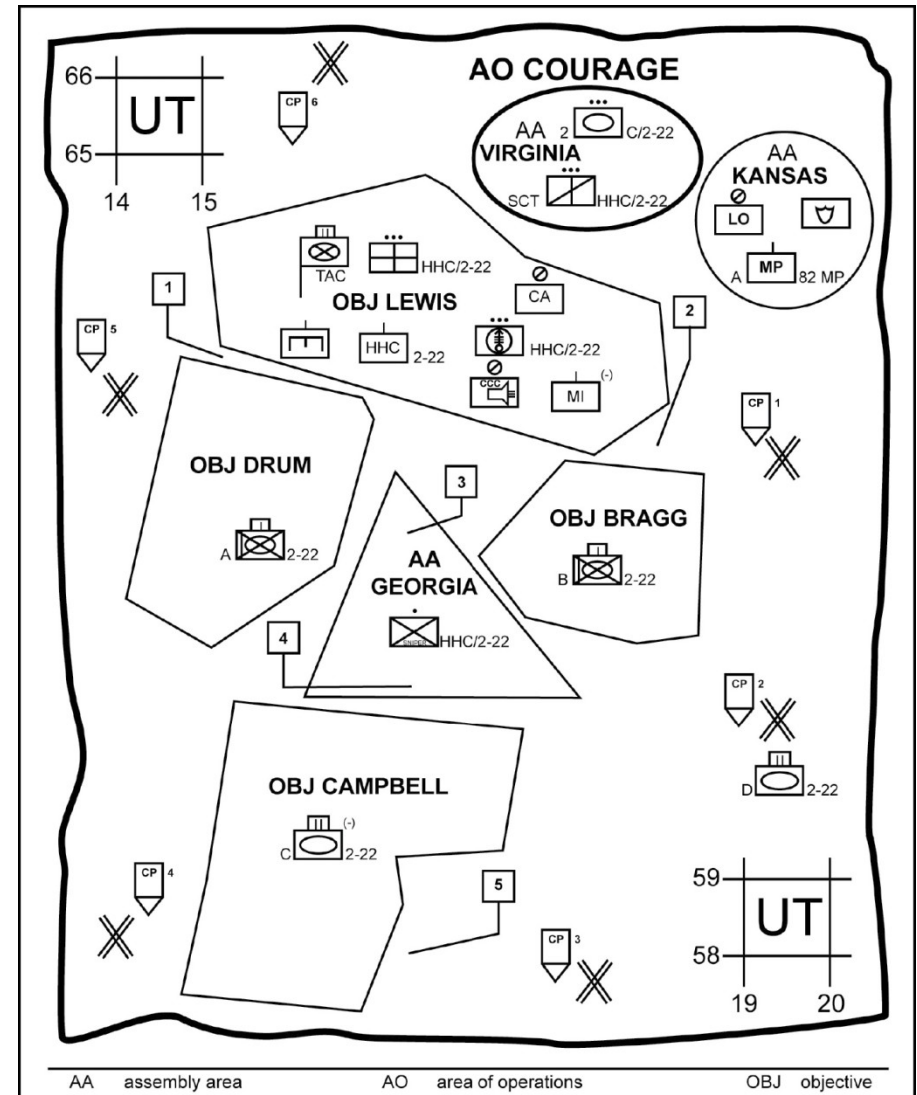
- More than the simple transmission of information
- Links information to decisions and decisions to action
- Feedback helps compare actual situation to a visualization



- Effective communication:
 - Is intensive, unconstrained and collaborative
 - Is interactive and characterized by continuous vertical and horizontal feedback
 - Builds trust, cooperation, cohesion, and shared understanding

The Science of Control: Structure

- Structure assists commanders in exercising control
- Establishes relationships and guides interaction between elements
 - Internal and external
 - Command and support
- Facilitates coordination among organization's groups and activities



The Science of Control: Degree of Control

- Appropriate degree of control varies with each situation
 - Balances need to maximize combat power with subordinates ability to respond to changing conditions
 - May change as operations progress to ensure units can adapt to changing situations
- Considerations for determining degree of control include:
 - Level of acceptable risk
 - Delegation of authority and resources
 - Ability to sustain the force
 - Span of control
 - Forms of control
- Use minimum number of control measures necessary



Mission Command Warfighting Function

Unified Land Operations

How the Army seizes, retains, and exploits the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution.

One of the foundations is ...



Nature of Operations

Military operations are **human endeavors**. They are contests of wills characterized by continuous and mutual adaptation by all participants. Army forces conduct operations in complex, ever-changing, and uncertain operational environment.

To cope with this, the Army exercises ...



Mission Command Philosophy

Exercise of **authority** and **direction** by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations.

Guided by the principles of...

- Build cohesive teams through mutual trust
- Create shared understanding
- Provide a clear commander's intent
- Exercise disciplined initiative
- Use mission orders
- Accept prudent risk

The principles of mission command assist commanders and staff in balancing the

Executed through the...

Mission Command Warfighting Function

The related **tasks** and **systems** that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions.

A series of mutually supporting tasks...

Commander Tasks:

- Drive the operations process through the activities of understand, visualize, describe, direct, lead and assess
- Develop teams, both within their own organizations and with unified action partners
- Inform and influence audiences, inside and outside their organizations

Leads

Supports

Staff Tasks:

- Conduct the operations process (plan, prepare, execute, assess)
- Conduct knowledge management and information management
- Conduct inform and influence activities
- Conduct cyber electromagnetic activities

Additional Tasks:

- Conduct military deception
- Conduct civil affairs operations
- Conduct airspace control
- Install, operate, and maintain the network
- Conduct information protection

Enabled by a system...

Mission Command System:

- Information Systems
- Facilities and Equipment
- Processes and Procedures

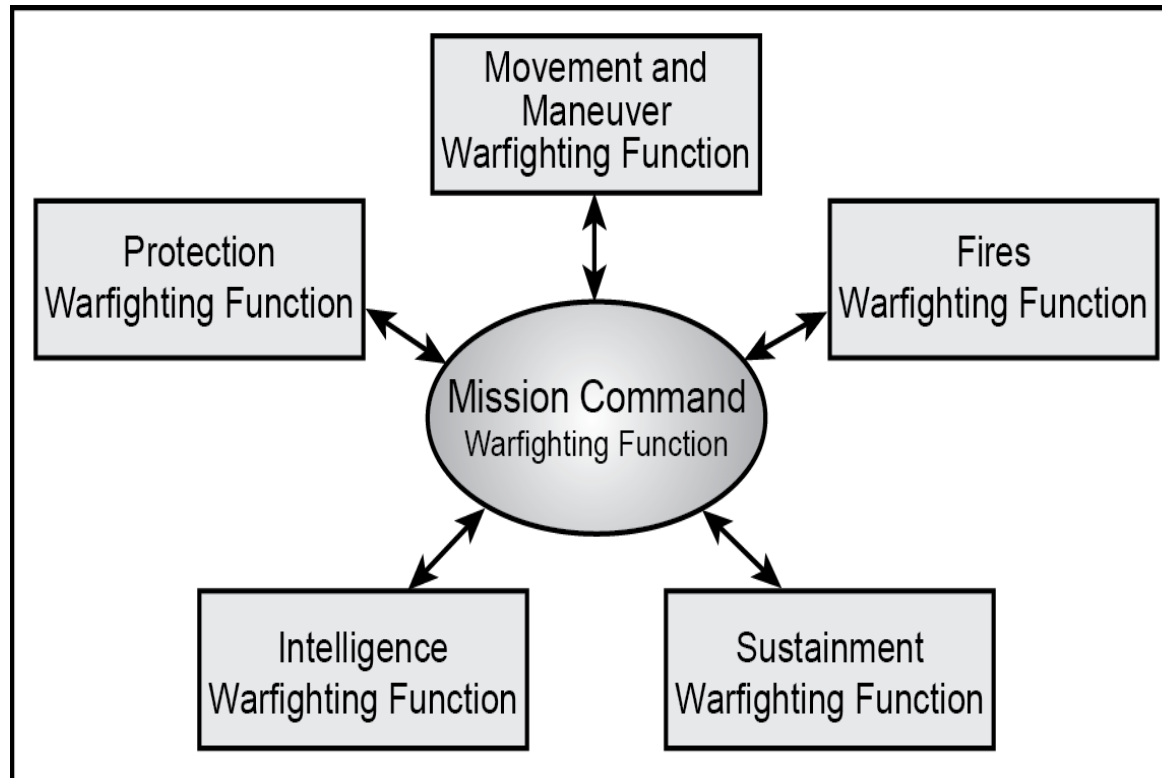
Personnel
Networks



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Together the mission command philosophy and warfighting function guide, integrate, and synchronize Army forces throughout the conduct of unified land

Warfighting Functions



A **warfighting function** is a group of *tasks and systems* (people, organizations, information, and processes) united by a *common purpose* that command use to accomplish missions and training objective (ADRP 3-0)

Commanders **integrate and synchronize** the other warfighting functions into a coherent whole to mass the effects of combat power at the decisive place and time through the mission command warfighting function.

Mission Command Warfighting Function

How we
integrate
&
synchroni
ze

Mission Command Warfighting Function

Mission command warfighting function is the related **tasks** and **systems** that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions (ADRP 3-0).

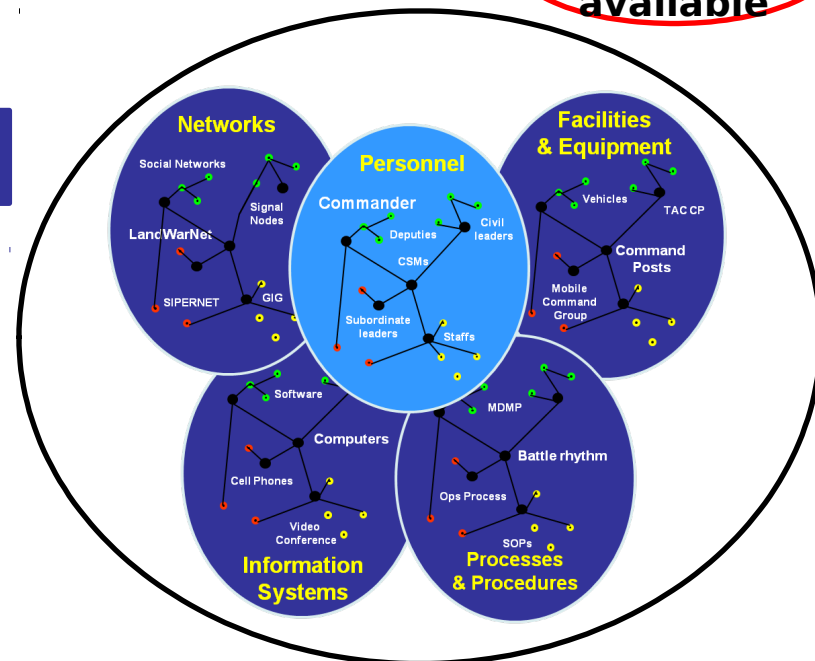
Tasks

Systems

Resource
es
available

What we
do

Enables



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Commander Tasks

- Commanders are the central figures
- Commanders balance time between providing purpose and direction to the force and leading staffs
- Three primary tasks:

Drive the operations process

through their activities of understanding, visualizing, describing, directing, leading, and assessing operations

Develop teams,

both within their own organizations and with joint, interagency, and multinational partners

Inform and influence audiences,

inside and outside their organizations



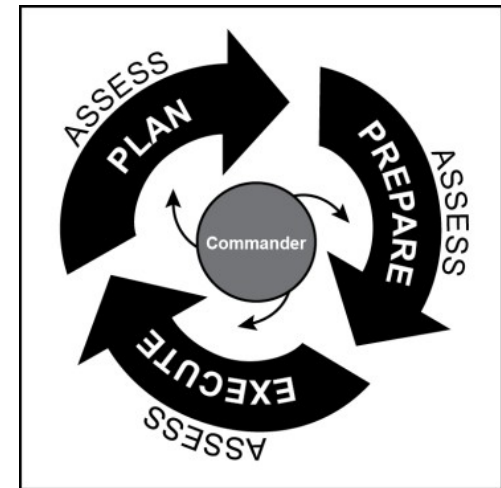
Commander Task: Drive the Operations Process

The Operations Process

The Army's framework for exercising mission command is the **operations process**—the major mission command activities performed during operations: planning, preparing, executing, and continuously assessing the operation.

Central Idea...

Commanders, supported by their staffs, use the operations process to drive the conceptual and detailed planning necessary to understand, visualize, and describe their operational environment; make and articulate decisions; and direct, lead, and assess military operations.



- Commanders, assisted by staffs, integrate activities across the force
- Commanders use the operations process to synchronize forces and warfighting functions

See ADP 5-0 for information on the operations process.

Commander Task: Develop Teams

- Mission command relies on teams and teamwork
- Teams can be:
 - Informal groups or structured, hierarchical groups
 - Formed in advance or gradually as the situation develops
 - Pre-existing (such as host-nation and civilian organizations)
- Effective commanders use teams to:
 - Synchronize efforts towards a common goal
 - Foster greater understanding of the operational environment
 - Promote the exchange of ideas, creativity, and development of collective solutions



Commander Task: Inform & Influence

Inform and influence activities are the integration of designated information-related capabilities in order to synchronize themes, messages, and actions with operations to inform United States and global audiences, influence foreign audiences, and affect adversary and enemy decisionmaking.

- Through inform and influence activities, commanders:
 - Ensure actions, themes, and messages compliment and reinforce each other to accomplish objectives
 - Assist in creating shared understanding and purpose inside and outside the organization and with affected audiences
 - Synchronize words and actions
- Commanders can inform and influence through:
 - Soldier and leader engagements
 - Operations briefs
 - Radio programs
 - Unit website posts

See FM 3-13 for information on inform and influence activities.



Staff Tasks

- Staff support commanders in:
 - Understanding situations
 - Decisionmaking
 - Implementing decisions
- Staff tasks fully support the commander in executing the commander tasks

Conduct the
operations
process

Conduct
knowledge
management
and
information
management

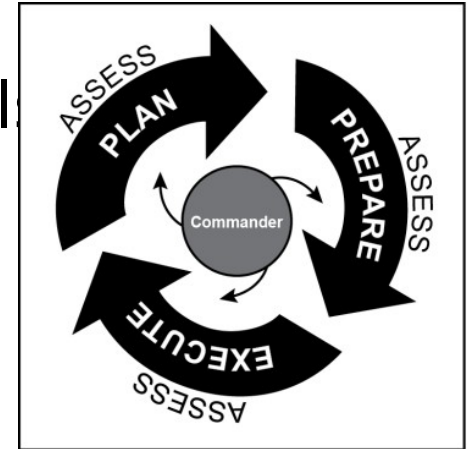
Conduct
inform and
influence
activities

Conduct cyber
electromagnet
ic activities



Staff Task: Conduct the Operations Process

- Staff assist commanders in the details of the operations process
 - Planning
 - Preparing
 - Executing
 - Assessing
- Staff prepare plans and orders that guide forces during execution
- During execution, staff assist in controlling forces
- Staff continuously plan future operations based on assessment of operations



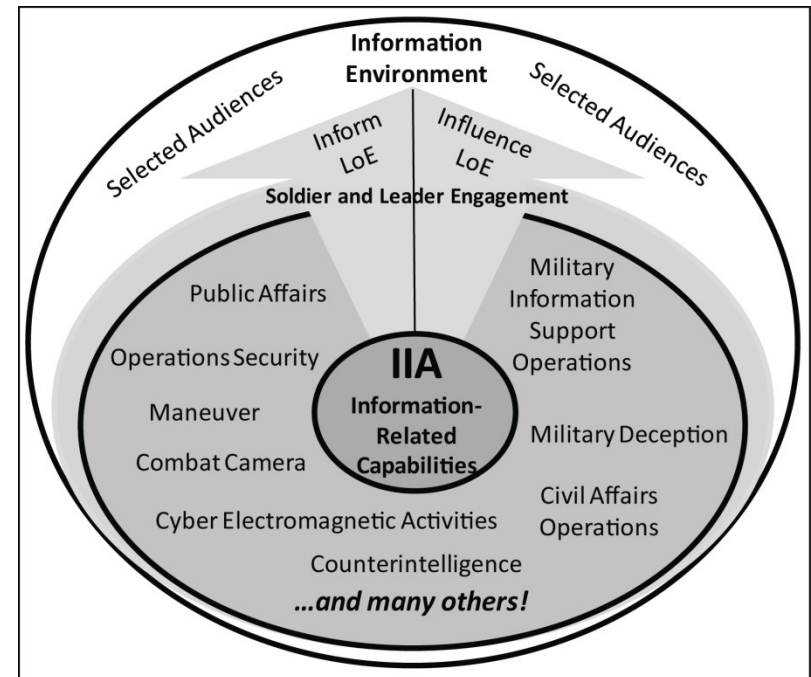
Staff Task: Conduct KM & IM

- Commanders constantly seek to understand their environment in order to facilitate decisionmaking
- Staffs:
 - Study the operational environment and identify information gaps
 - Help develop and answer information requirements
 - Process information for development into and for use as knowledge
 - Manage information and associated knowledge within their area of expertise
- Information is collected, processed, stored, displayed, disseminated, and protected according to information management practices
- Knowledge management practices enable the transfer of knowledge between individuals and organizations



Staff Task: Conduct Inform & Influence

- Staffs assist commanders in:
 - Developing themes and messages
 - Coordinate the activities and operations of information-related capabilities
- The primary information-related capabilities are:
 - Public affairs
 - Military information support operations
 - Soldier and leader engagements



See FM 3-13 for information on inform and influence activities.

Staff Task: Cyber Electromagnetic Activities

Cyber electromagnetic activities are activities leveraged to seize, retain, and exploit an advantage over adversaries and enemies in both cyberspace and the electromagnetic spectrum, while simultaneously denying and degrading adversary and enemy use of the same and protecting the mission command system.

ADRP 3-0

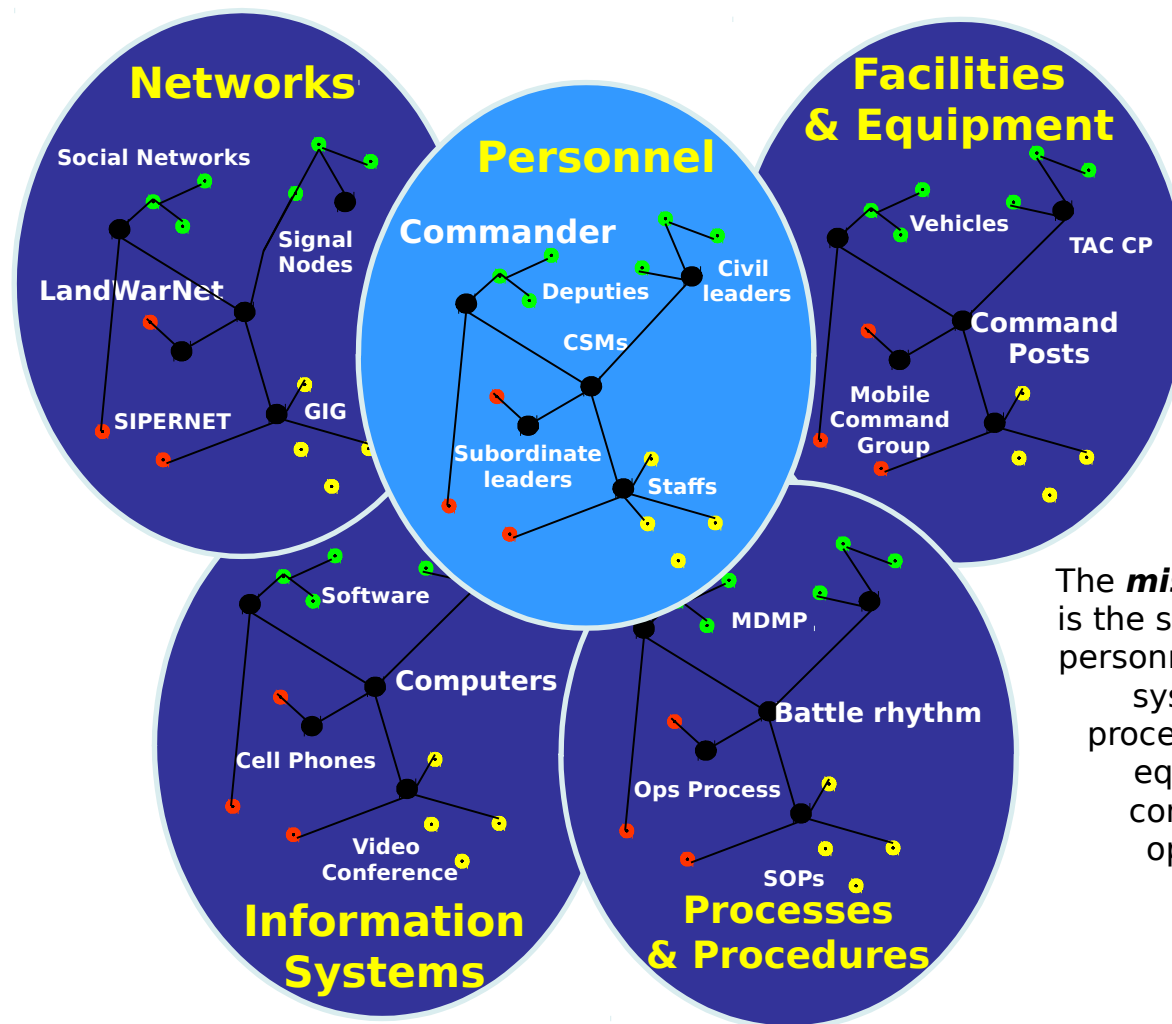
- Staffs assist commanders in integrating:
 - Cyberspace operations
 - Electromagnetic spectrum operations
 - Electronic warfare



Additional Tasks

- Conduct military deception
- Conduct civil affairs operations
- Install, operate, and maintain the network
- Conduct airspace control
- Conduct information protection

Mission Command System



The **mission command system** is the systematic arrangement of personnel, networks, information systems, processes and procedures, and facilities and equipment that **enable** commanders to conduct operations (ADP 6-0).

Mission Command System: Personnel

- Commanders base their mission command system on human skills, knowledge, and abilities
- Key personnel dedicated to mission command are:
 - Seconds in command
 - Command sergeants major
 - Staffs



Mission Command System: Networks

- Networks enable commanders to communicate information and control forces
- Commanders establish networks to connect people
- Two types of networks:
 - Social – individuals and organizations interconnected by a common interest
 - Technical – allow sharing of resources and information



Mission Command System: Information Systems

An *information system* consists of equipment that collects, processes, stores, displays, and disseminates information. This includes computers—hardware and software—and communications, as well as policies and procedures for their use.

ADP 6-0

- Information systems enable information sharing
- Staffs use information systems to:
 - Process information
 - Store information
 - Disseminate information

Mission Command System: Processes & Procedures

- Processes and procedures organize activities
- Processes are series of actions directed to an end state
- Procedures are standard, detailed steps that describe how to perform specific tasks to achieve a desired end state
- Processes and procedures can:
 - Minimize confusion and misunderstanding
 - Increase organizational efficiency or tempo

Mission Command System: Facilities & Equipment

- Commanders arrange facilities and equipment to support operational needs
- Facilities range from command post vehicles and tentage to hardened buildings
- Equipment includes vehicles, radio or signaling equipment, to generators and lighting



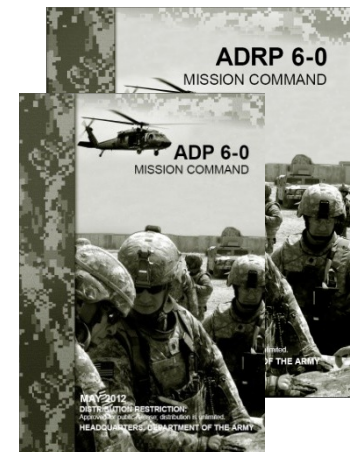
Backups

Enduring Themes

- **The Nature of Military Operations**
 - Human endeavors
 - Complex, ever-changing, and uncertain
- **Emphasis on Leadership and Soldiers**
- **Mission Command**
 - Command
 - Control
- **Mission Command Warfighting Function**
 - Tasks
 - Mission command system



2011



Summary of Changes

New, Added, or Significantly Modified

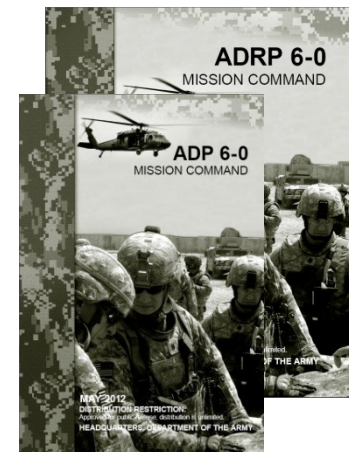
- Progressed the concept of mission command
- Updated the mission command warfighting function definition
- Modified the mission command warfighting function tasks
- Operations process discussion moved to ADP and ADRP 5-0
- Operation and mission variables discussion moved to ADRP 5-0
- Knowledge management discussion moved to FM 6-01.1
- Details for planning, preparing, executing and assessing operations along with appendices moved to ATP 5-0.1



2011

Replaced

- “Command and Control” or “C2” with “Mission Command”
- “Command and Control Warfighting Function” with “Mission Command Warfighting Function”



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Eliminated

Battle Command

Unified Land Operations

How the Army seizes, retains, and exploits the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution.

One of the foundations is ...



Battle Command is rescinded as an Army term

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Military operations are **human endeavors**. They are contests of wills characterized by continuous and mutual adaptation by all participants. Army forces conduct operations in complex, ever-changing, and uncertain operational environment.

To cope with this, the Army exercises ...



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Guided by the principles of...

- Build cohesive teams through mutual trust
- Create shared understanding
- Provide a clear commander's intent
- Exercise disciplined initiative
- Use mission orders
- Accept prudent risk

*The principles of mission command assist commanders and staff in balancing the **art of command** with the **science of control**.*

Executed through the...

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Enabled by a system...

Mission Command System:

- Information Systems
- Facilities and Equipment
- Processes and Procedures



CAC

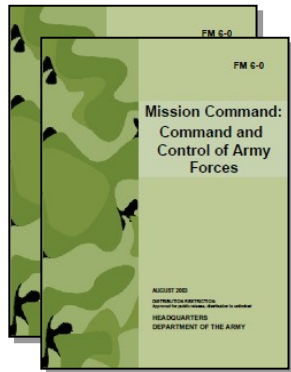
Personnel
Networks

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Mission Command replaces Command & Control

Together the mission command philosophy and warfighting function guide, integrate, and synchronize Army forces throughout the conduct of unified land

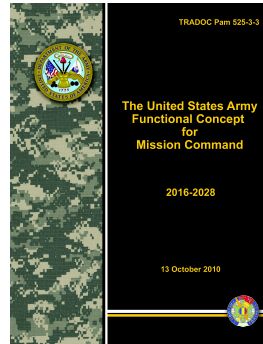
Principles of Mission Command



Elements of Mission Command*

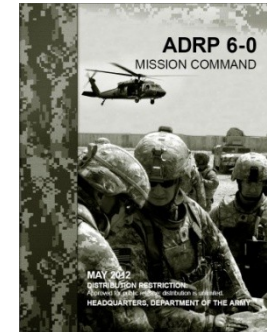
- Commander's intent
- Subordinate initiative
- Mission orders
- Resource allocation

* Based on an environment of mutual trust and understanding



Tenets of Mission Command

- Mutual trust, understanding, and dutiful initiative
- Appropriately delegated decisionmaking
- Decentralized combined arms capabilities
- Adaptive, bold, audacious, and imaginative leaders
- Well-trained, cohesive units

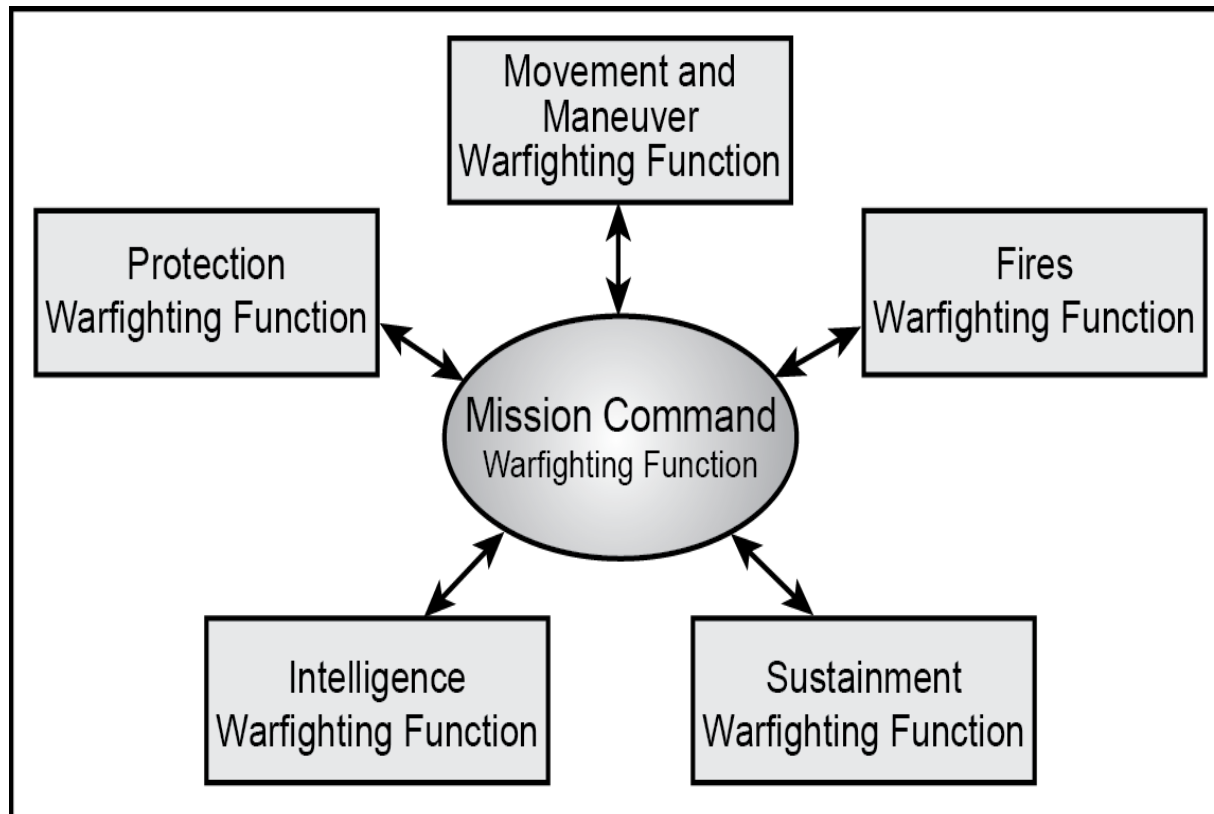


Principles of Mission Command

- Build cohesive teams through mutual trust
- Create shared understanding
- Provide a clear commander's intent
- Exercise disciplined initiative
- Use mission orders
- Accept prudent risk



Mission Command Warfighting Function



Mission Command Warfighting Function

The related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions.

Mission Command replaces Command & Control

Through the mission command warfighting function, commanders integrate the other warfighting functions into a coherent whole to mass the effects of combat power at the decisive place and time.



Mission Command Warfighting Function Tasks

COMMANDER'S TASKS

- Drive the operations process
- Understand, visualize, describe, direct, lead, and assess operations
- Lead development of teams among modular formations & unified action partners
- Lead inform and influence activities

Leads

Design Pervades all Tasks

Supports

STAFF TASKS

- Conduct the operations process
- Conduct knowledge management and information management
- Conduct inform and influence activities
- Conduct cyber/electromagnetic activities

2011

- **Reduced Commander Tasks down to three**
- **Added two "Additional Tasks"**
- **Design is an Army planning**

Commander Tasks:

- Drive the operations process through the activities of understand, visualize, describe, direct, lead and assess
- Develop teams, both within their own organizations and with unified action partners
- Inform and influence audiences, inside and outside their organizations

Leads

Supports

Staff Tasks:

- Conduct the operations process (plan, prepare, execute, assess)
- Conduct knowledge management and information management
- Conduct inform and influence activities
- Conduct cyber electromagnetic activities

Additional Tasks:

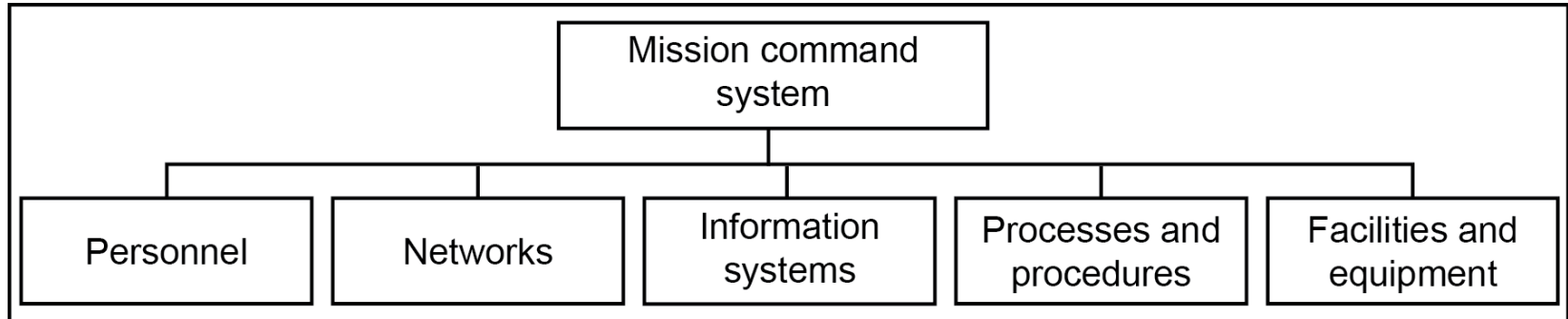
- Conduct military deception
- Conduct civil affairs operations
- Conduct airspace control
- Install, operate, and maintain the network
- Conduct information protection

2012



United States Army Combined Arms Center

Mission Command System



- **Personnel** – Deputy commanders, staffs,
- **Networks** – Technical (i.e. LandWarNet) and social
- **Information systems** – Computers (hardware and software) and communications equipment
- **Processes and procedures** – MDMP, battle rhythm, etc.
- **Facilities and equipment** – Command posts, signal nodes, centers.

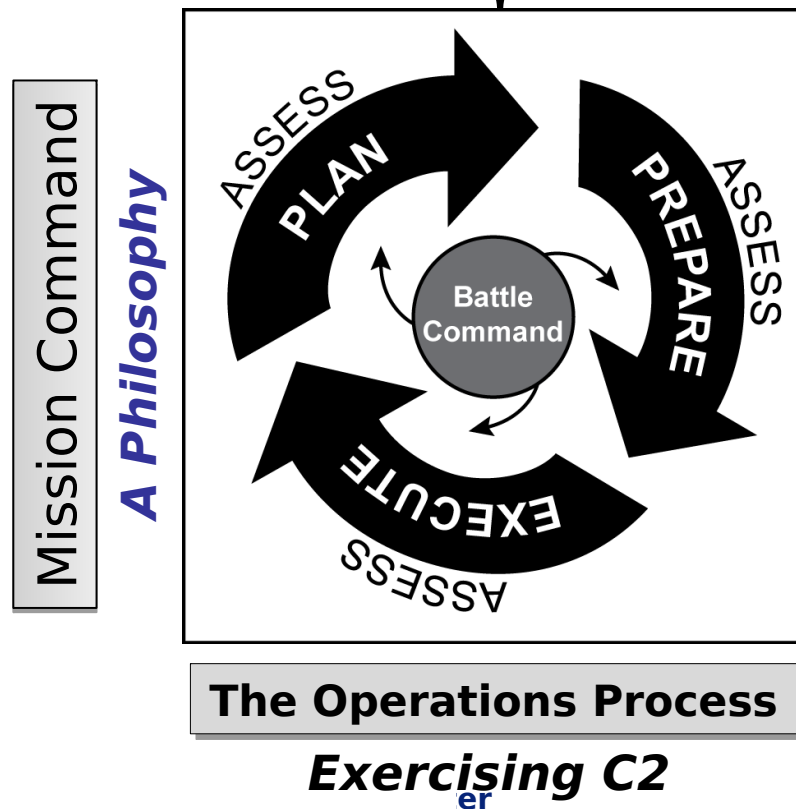
FM 6-0 (2003) C2 Construct

Command and Control
(Commander and C2 System)

Command

Control

Combining the Art of Command and the Science of Control



This construct includes both the command philosophy and warfighting function in one.

Warfighting Function Evolution

The Battlefield Operating Systems

- Intelligence
- Maneuver
- Fire support
- Air defense
-

Mobility/countermobility/
survivability

- Combat service support
- Command and control

2001



The Warfighting Functions

- Movement and maneuver
- Intelligence
- Fires
- Sustainment
- Protection
- Command and control

**“Warfighting Function”
replaces
“Battlefield Operating System”**

2008



The Warfighting Functions

- Movement and maneuver
- Intelligence
- Fires
- Sustainment
- Protection
- Mission command

**“Mission Command”
replaces
“Command and Control”**

2011



Mission Command

The exercise of authority and direction by commanders, supported by their staffs, using the art of command and the science of control to integrate warfighting functions in the conduct of full spectrum operations. Mission command uses mission orders to ensure disciplined initiative within the commander's intent, enabling agile and adaptive commanders, leaders and organizations.

The Art of Command:

The creative and skillful exercise of authority through decision making and leadership.

The Science of Control:

Systems and procedures to improve commander's understanding and support execution of missions.

Enabled by Mission Command Systems Networks

COMMANDER'S TASKS

Understand, Visualize, Describe, Direct, Lead & Assess
Develop Teams Among Modular Formations & JIIM Partners
Lead Inform & Influence Activities: Establish Themes and Messages & Personally Engage Key Players

DRIVES

Design Pervades all Tasks

SUPPORT

STAFF TASKS

The Operation Process: Plan, Prepare, Execute and Assess
Conduct Inform/Influence Activities & Cyber/Electromagnetic Activities

Enables Improved **Understanding of the Operational Environment** and **Operational Adaptability** which leads to

Adaptive Teams that Anticipate Transitions

Acceptance of Risk to Create Opportunity

Influence with friendly, neutrals, adversaries, enemies, and JIIM partners

Result: Successful Full Spectrum

C2 WFF Task vice MC WFF Task

FM 3-0 (2008) Command and Control WFF

- Execute the operations process
- Conduct command post operations
- Integrate the information superiority contributors—the Army information tasks, ISR, knowledge management, and information management.
- Conduct civil affairs activities
- Integrate airspace command and control
- Execute command programs

FM 3-0 C1 (2011) Mission Command WFF

Commander Tasks:

- Drive the operations process.
- Understand, visualize, describe, direct, lead, and assess operations.
- Develop teams among modular formations and joint, interagency, intergovernmental, and multinational partners.
- Lead inform and influence activities.

Staff Tasks:

- Conduct the operations process: plan, prepare, execute, and assess.
- Conduct knowledge management and information management.
- Conduct inform and influence and cyber/electromagnetic activities.

ADRP 3-0 (2012) Mission Command WFF

Commander Tasks:

- Drive the operations process through the activities of understand, visualize, describe, direct, lead, and assess operations.
- Develop teams, both within their own organizations and with unified action partners
- Inform and influence audiences, inside and outside their organizations

Staff Tasks:

- Conduct the operations process (plan, prepare, execute, assess)
- Conduct knowledge management and information management
- Conduct inform and influence activities
- Conduct cyber electromagnetic activities

Additional Tasks:

- Conduct military deception
- Conduct civil affairs operations
- Install, operate, and maintain the network
- Conduct airspace control
- Conduct information protection



Warfighting Function Task Evolution

- Execute the operations process
- Conduct command post operations
- Integrate the information superiority contributors—the Army information tasks, ISR, knowledge management, and information management.
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2008

COMMANDER'S TASKS

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Leads

Design Pervades
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Supports

STAFF TASKS

- Conduct the operations process
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2011

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Supports

Staff Tasks:

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2012

Additional Tasks:

- Conduct military deception
- Conduct civil affairs operations
- Conduct airspace control
- Install, operate, and maintain the network
- Conduct information protection

Unified Action

Central idea: synchronization, coordination, and/or integration of the activities of governmental and non-governmental entities with military operations to achieve unity of effort

Anticipated Operational Environment

- US must project power into region, opposed
- US must seize at least one base of operations (maybe more)
- Threat of WMD will require dispersal of US forces and decentralized operations
- Size of theater (space and population) will exceed US ability to control

To cope with these, we must...

Unified Land Operations

Seize, retain, and exploit the initiative to gain and maintain a position of relative advantage in sustained land operations in order to create the conditions for favorable conflict resolution

Executed through...

Decisive Action

offensive defensive stability DSCA

By means of...

Army Core Competencies

combined arms maneuver wide area security

Guided by...

Mission Command

To do this we must...

Develop operations characterized by flexibility, integration, lethality, adaptability, depth, and synchronization

Cognitively link tactical actions to strategic objectives

Organize effort within a commonly understood construct

Operations Structure

Provide a broad process for conducting operations

Provide basic options for visualizing and describing operations

Provide intellectual organization for common critical tasks

Tenets

Flexibility
Integration
Lethality
Adaptability
Depth
Synchronization

Operational Art

The pursuit of strategic objectives, in whole or in part, through the arrangement of tactical actions in time, space, and purpose

Operations Process

Plan
- Army Design Methodology
- MDMP
- TLP
Prepare
Execute
Assess

Operational Framework

Decisive-Shaping-Sustaining
Deep-Close-Security
Main and Supporting Efforts

Warfighting Functions

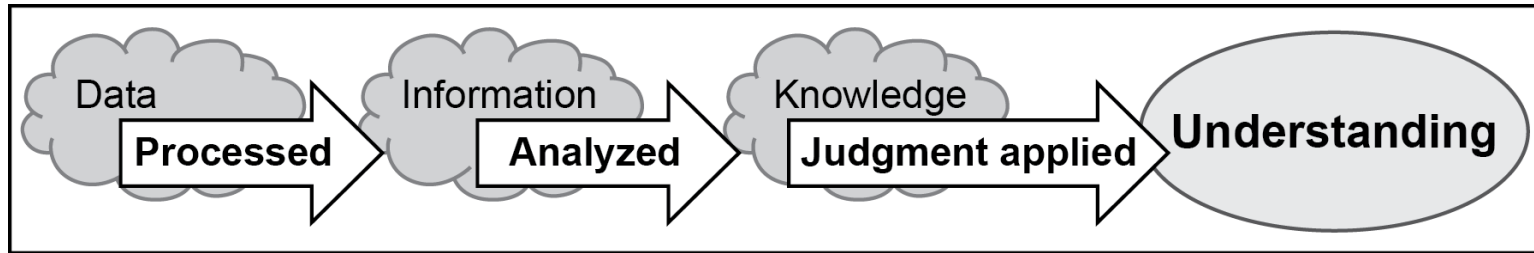
Mission Command
Movement and Maneuver
Intelligence
Fires
Sustainment
Protection

The Art of Command: Decisionmaking

- Requires knowing if, when, and what to decide and understanding the consequences of that decision
- Decisions are how commanders translate their vision of the end state into action
- Commanders apply judgment to available information and knowledge
- Commanders and staff strive to develop and maintain an understanding of the situation
- An appropriate decisionmaking approach assists in understanding and decisionmaking
- Judgment is used to assess information, situations, or circumstances shrewdly and to draw feasible conclusions



The Art of Command: Decisionmaking & Understanding



- **Data** consist of unprocessed signals communicated between any nodes in an information system. It includes signals sensed from the environment, detected by a collector of any kind (human, mechanical, or electronic) (ADRP 6-0)
- **Information** is the meaning that a human assigns to data by means of the known conventions used in their representation (JP 3 13.1)
- **Knowledge** is information analyzed to provide meaning and value or evaluated as to implications for an operation
- **Understanding** is knowledge that has been synthesized and had judgment applied to it to comprehend the situation's inner relationships
- Commanders and staff need knowledge and understanding to make effective decisions
- Commanders apply the final judgment transforming knowledge into understanding



The Art of Command: Decisionmaking Approach

- Critical and creative thinking assist in understanding and decisionmaking
 - Critical thinking examines a problem in depth from multiple points of view
 - Creative thinking involves thinking in new, innovative ways while capitalizing on imagination, insight and novel ideas
- Decisionmaking approach varies with situation
 - Analytic decisionmaking
 - Intuitive decisionmaking



The Art of Command: Decisionmaking Approach

- Analytic decisionmaking
 - Generates several alternative solutions, compares these solutions to a set of criteria, and selects the best course of action
 - Provides a systematic approach when the decision involves processing large amounts of information
 - Methodical and allows the breakdown of tasks into recognizable elements
 - Emphasizes analytic reasoning guided by experience
 - Used when time is available
- Intuitive decisionmaking
 - Uses pattern recognition based on knowledge, judgment, experience, education, intelligence, boldness, perception, and character to reach a conclusion
 - Focuses on assessment of the situation more than on comparing multiple options
 - Relies on experience and ability to recognize the key elements and implications of a particular problem or situation
-  Effective when time is short
- Combining both approaches provides holistic perspective

The Art of Command: Decisionmaking & Judgment

- Commanders make decisions using judgment developed from:
 - Experience
 - Training
 - Study
 - Collaborative communities
 - Creative and critical thinking
- Commanders use judgment to:
 - Assess things and draw feasible conclusions
 - Form sound opinions and make decisions
- Commanders apply judgment to:
 - Identify, accept, and mitigate risk
 - Prioritize resources
 - Delegate authority



The Art of Command: Decisionmaking, Judgment, & Risk

- Commanders use judgment to:
 - Identify risk, accept risk, and mitigate accepted risk
 - Accept prudent risk in order to create opportunity
 - Manage risk and allocate resources to mitigate risk
- Commanders understand subordinates may not accomplish all tasks and errors may occur
 - Commanders give subordinates the latitude to make mistakes and learn
 - Through such acceptance, subordinates gain experience and trust is developed
 - Commanders instruct subordinates on how to determine appropriate level of risk
 - Commanders must act to ensure subordinates learn from their mistakes
- Commanders discriminate between mistakes to underwrite as teaching points from those that are unacceptable in a military leader

• A too punitive approach hinders mission command



The Art of Command: Decisionmaking, Judgment, & Resources

- Commanders are obligated to conserve resources
- Commanders allocate resources efficiently to ensure mission effectiveness
- Commanders determine the amount of combat power essential to each task and allocate sufficient resources to accomplish it
 - Subordinates inform the commander if they believe they need more resources
 - Commanders then decide to accept risk, re-allocate resources, or change the plan
- Commanders balance immediate mission accomplishment with resource requirements for subsequent operations



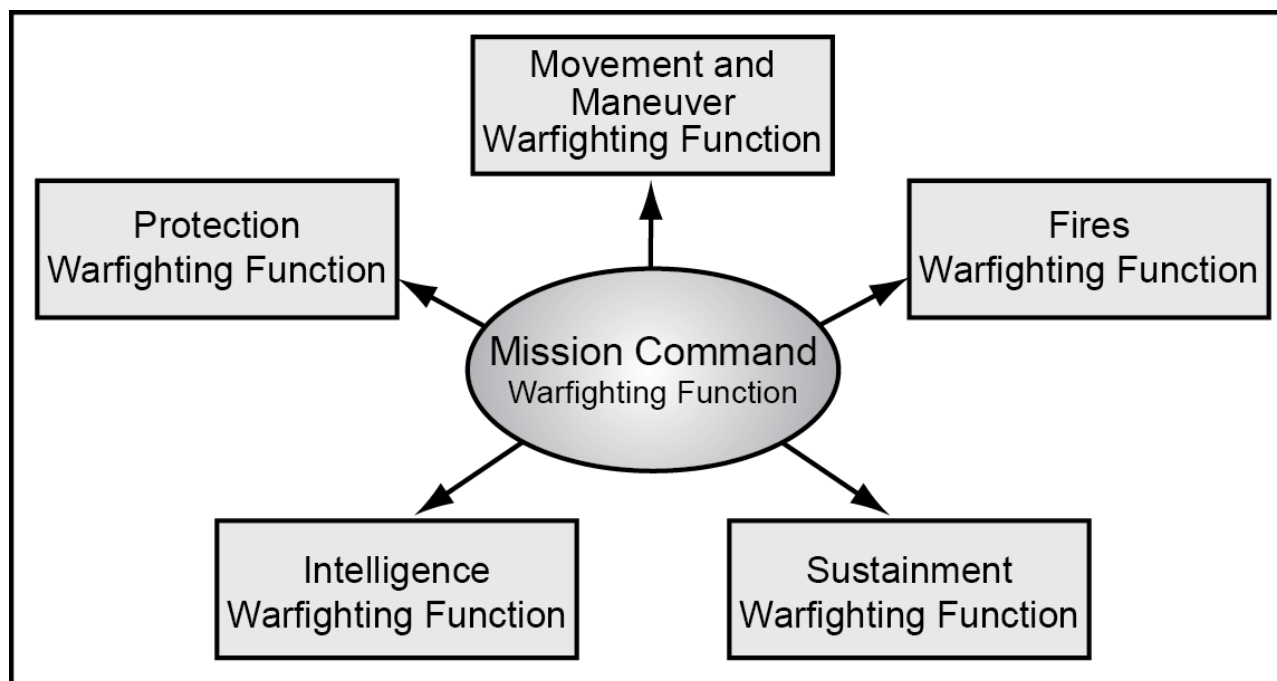
The Art of Command: Decisionmaking, Judgment, & Authority

- Commanders delegate authority based on:
 - Tasks to be accomplished
 - Assessment of skill and experience of subordinates
- Commanders use judgment to:
 - Limit delegated authority in time
 - Use a standing delegation
- Commanders set conditions for success when delegating authority
 - Resources (forces, equipment & services, information, time, etc)
 - Set level of personal involvement
- Effective commanders participate as necessary to guide operations

Mission Command Warfighting Function

The *mission command warfighting function* is the related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions.

ADP 3-0



Mission Command Warfighting Function

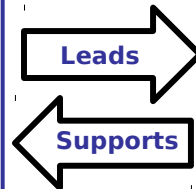
Mission Command Warfighting Function

The related **tasks** and **systems** that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions.

A series of mutually supporting tasks...

Commander Tasks:

- Drive the operations process through the activities of understand, visualize, describe, direct, lead and assess
- Develop teams, both within their own organizations and with unified action partners
- Inform and influence audiences, inside and outside their organizations



Staff Tasks:

- Conduct the operations process (plan, prepare, execute, assess)
- Conduct knowledge management and information management
- Conduct inform and influence activities
- Conduct cyber electromagnetic activities

Additional Tasks:

- Conduct military deception protection
- Conduct civil affairs operations
- Conduct airspace control
- Install, operate, and maintain the network
- Conduct information

Enabled by a system...

Mission Command System

The arrangement of personnel, networks, information systems, processes and procedures, and facilities and equipment that enable commanders to conduct operations.



CAC

Personnel

Networks

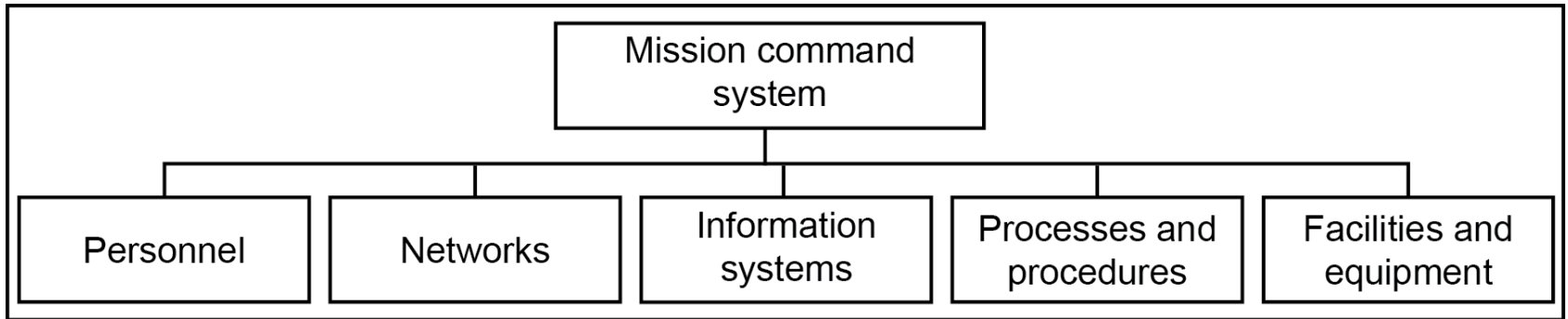
- Information Systems

- Processes and Procedures

- Facilities and Equipment

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Mission Command System



- Commanders organize a mission command system to:
 - Support decisionmaking
 - Collect, create, and maintain relevant information and prepare knowledge products that support understanding
 - Prepare and communicate directives
 - Establish a means to communicate, collaborate, and facilitate the functioning of teams